

bae



Military Base Reuse Services

Bay Area Economics

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Military Base Reuse Planning & Implementation Services

The myriad challenges of reusing a military base – from obtaining community input to formulating viable economic development strategies to the practicalities of funding adequate municipal services – require skills and knowledge of an experienced public/private advisor.

BAE has worked continuously on military base reuse planning and implementation since 1991, when we were engaged by the Presidio of San Francisco in its early stages of transfer from the U.S. Army to the National Park Service. Since that time, the firm has developed a national reputation as one of the premier consultants on military base reuse, with experience gained from working with more than 25 bases and host communities. Our services include:

- Advance Planning
- Economic Development Strategies
- Housing Assessments
- Market Studies
- Financial Analysis and Feasibility for Reuse
- Infrastructure Financing
- Conveyance Processes
- Negotiations with Military Services
- Developer Solicitations
- Transaction Support
- Short- and Long-Term Lease Transactions
- Business Planning and Strategic Advisory Services

BAE is an award-winning urban development and real estate economics consulting firm based in the San Francisco Bay Area, with additional offices in Sacramento, Washington D.C., and the New York. We have been engaged by clients for projects throughout the U.S., and have worked collaboratively with many of the nation's top urban designers, architects, and developers. We have built our base reuse skills on our broad urban economics and real estate background, with a portfolio of more than 1,200 engagements for the public and private sectors.

The following pages summarize our military base reuse planning and implementation experience. For more information or a review of our work, please see www.bayareaeconomics.com or contact Wendy Doud, Marketing Coordinator, at 510.547.9380 or send email to bae1@bae1.com.

Summary of BAE Military Base Engagements

Base Name	Location	BAE Services Provided
Alameda NAS	Alameda, CA	Reuse Planning, Market Study, Financial Analysis, Housing Reuse Study
Barbers Point NAS	Kalaeloa, HI	Reuse Strategy, Development Advisory
David Taylor Research Center	Annapolis, MD	Reuse Planning, Infrastructure, Business Planning
Detroit Arsenal Tank Plant	Warren, MI	Review of EDC Application (for Army)
Fitzsimons Army Medical Center	Aurora, CO	EDC, Business Planning
Fort Baker	Sausalito, CA	Reuse Planning, Developer Solicitation, Transaction Support
Fort Ord	Monterey County, CA	Affordable Housing Study, Telecom Strategy
Hamilton AFB	Novato, CA	Development Proposal (private developer)
Louisville NSWC	Louisville, KY	Reuse Planning, Privatization in Place, EDC
Mare Island Shipyard	Vallejo, CA	Reuse Planning, Business Planning, Transaction Support, EDC
Marine Corps Logistics Base	Albany, GA	Advance Planning for BRAC 5
McClellan AFB	Sacramento, CA	Reuse Planning, Market Study, Business Planning
NASA Ames	Mountain View, CA	Reuse Planning, Technology Partnership, Economic Development Strategy, Lease Transactions
Naval Postgraduate School	Monterey, CA	Advance Planning for BRAC 5
Newark Heath AFB *	Heath, OH	Reuse Planning, Privatization in Place, EDC
Norfolk Naval Station	Norfolk, VA	Enhanced Use Lease Strategy
Oakland Army Base	Oakland, CA	Reuse Planning, Development Strategy, Market Study
Oakland Naval Hospital	Oakland, CA	EDC Application, Market Study
Picatinny Arsenal	Morris County, NJ	Economic Diversification Strategy
Point Molate Navy Fuel Depot	Richmond, CA	Reuse Planning, Market Study
Presidio of Monterey	Monterey, CA	Advance Planning for BRAC 5
Presidio of San Francisco	San Francisco, CA	Reuse Planning, Market Studies, Lease Transactions, Business Planning, Fee Program, Telecom Planning, Developer Solicitations
Sierra Army Depot	Herlong, CA	Marketing Materials
South Weymouth NAS	South Weymouth, MA	Fiscal and Housing Impacts (for community)
Treasure Island Naval Station	San Francisco, CA	Financial Analysis (private developer)
Watertown Arsenal *	Watertown, MA	Business Planning, Fiscal Impact, EDC

* Anita Morrison, Principal, managed these projects prior to joining BAE.

NASA Ames Research Park & Technology Partnership Program

NASA Ames, Mountain View, CA



NASA Ames is a world-class research facility dedicated to furthering U.S. capabilities in nanotechnology, high performance computing, bioinformatics, information technology, and advanced life sciences. Reuse of this closed military base (formerly known as Moffett Field) is creating a key component of Silicon Valley's economic growth. BAE serves a multi-faceted role for NASA Ames including real estate and economic development advisor, as well as direct involvement in NASA's technology transfer and partnership programs.

As Real Estate and Economic Development Advisor, BAE is currently assisting NASA with development of a 213-acre collaborative R&D park in the heart of Silicon Valley. To initiate this work, BAE prepared the Economic Development Strategy, which bridged diverse stakeholder interests in regional sustainable development, economic development, and the use of the NASA Ames facilities. BAE received an *Award for Excellence* in 2000 for this work from the Northern California Chapter of the American Planning Association.

Ongoing BAE work includes preparing public/private leasing documents, analyzing financial returns to private developers, and coordinating cost-sharing agreements to improve infrastructure, renovate historic structures, and build new facilities. BAE works with and coordinates partnerships with NASA's educational partners including the University of California at Santa Cruz (UCSC), San Jose State University (SJSU), Carnegie Mellon University, and several community colleges. BAE's services for NASA also include business planning, economic analysis, and managing developer solicitations for several housing projects, the SpaceWorld Museum, and the NASA Conference and Training Center.

In 2004, NASA also engaged BAE to manage the Technology Partnership program. This work involves intensive business development of technology research projects among regional universities, private companies, and NASA. One of the first events organized by BAE was an historic meeting of more than 100 scientists from NASA and the University of California at San Francisco (UCSF) to discuss topics for research collaboration in the areas of nano, bio, and information technologies.

Mare Island Naval Shipyard

City of Vallejo, CA



BAE has worked with the City of Vallejo on the redevelopment of Mare Island since 1993. Our initial work, commissioned as a follow-up to an Urban Land Institute panel on reuse, involved a detailed market analysis and business plan for redevelopment of the 1,200 acre former naval facility, covering housing, retail, heavy industrial, light industrial, office, education, live/work, and visitor attraction uses. BAE developed an interim five year cash flow to create immediate revenues to the City upon base closure, followed by a 20 year detailed financial analysis of infrastructure improvements, phased new development, and rehabilitation of more than three million square feet of existing structures.

BAE subsequently supported the City during negotiations with the Navy on several landmark agreements, including the Economic Development Conveyance (which initiated the nation's first transfer with transition funding by the military to the City due to the fiscal burden on the City's General Fund of acquiring the property), and the nation's first "early transfer" agreement. The concepts developed by BAE have guided the interim reuse of the installation, and have resulted in more than \$4 million per year in revenue to the City. Following a developer solicitation, BAE supported the City in its negotiations with Lennar to reach a Developer Agreement. This work included BAE participation in negotiating sessions, as well as off-line review of cash flows provided by Lennar and development of deal terms. BAE also supported the City during its negotiations with Legacy and with DeSilva, two other developers awarded subareas of the installation.

In the past several years, BAE has focused on estimating tax increment revenues available from the project, as well as assisting the City in a new developer solicitation for Area 1, the planned business park portion of the Island. BAE's work included providing advisory services to a special subcommittee of the City Council charged with developer selection for this area. The Area 1 process has led to a new series of negotiations with Lennar, supported by BAE, to implement the business park. BAE has also provided ongoing real estate economics services to the City of Vallejo on other major initiatives, including the Waterfront Disposition and Development Agreement, Downtown Disposition and Development Agreement, and Northgate Specific Plan area. Most recently, BAE completed the adopted Vallejo Economic Development and Housing Elements of the General Plan.

The Presidio of San Francisco

National Park Service and Presidio Trust, CA



BAE has assisted the National Park Service and the Presidio Trust with economic analyses, cost/benefit studies, major lease negotiations, tenant and developer solicitations, and related implementation services at the Presidio of San Francisco since 1992. Initial work focused on market analysis and a solicitation processes for the Main Post (350,000 square feet of historic structures), the Letterman-complex (almost one million square feet of space), the historic housing units, and several community facilities. For each solicitation, BAE developed the RFP, marketed the sites, and assisted the selection panel with proposal evaluation. BAE then negotiated long-term leases and associated building rehabilitation agreements for more than 300,000 square feet of office, commercial, and community facilities space. BAE also created a detailed, computerized \$25 million operating budget for the Presidio, which was reviewed by OMB as part of the Congressional funding process. This work led to BAE's development of the Presidio Cash Flow Model, specifying revenue streams, capital improvements, and cost-sharing methods among tenants and occupants.

Subsequent BAE work has included an evaluation of in-house versus contracted property management for the 1,000 housing units, development of a business plan for revenue generation from Area A (Crissy Field), formulation of guidelines and sample lease documents for cell sites, several telecommunications and utility rate studies, and the creation of an innovative Service District Charge (SDC) to recover the costs of providing municipal services. We have prepared infrastructure summary reports, assessed the historic tax credit values of major structures, and prepared housing rent studies and Park Partner housing program guidelines. Most recently, BAE evaluated developer proposals for the reuse of the Mason Street warehouses for the Presidio Trust.

BAE also assisted in the formulation of the Presidio Trust Implementation Plan, which seeks to create self-sustaining enterprise by 2012. Our work included coordinating cash flow analyses, along with a special EIS analysis of housing impacts and refinements to the housing leasing program for Park Partners. Due to our record of outstanding service, BAE has also been engaged to provide ongoing real estate and business planning services to other components of the Golden Gate Recreational Area (GGNRA) including briefings to the U.S. Congress for special operating funding allocations and infrastructure improvement programs.

About BAE

Since 1986, BAE has focused on The Economics of Place™, providing comprehensive real estate and urban development services to public, private, non-profit, and institutional clients throughout the U.S. Our projects reflect our commitment to excellence, stewardship of communities and resources, and dedication to the future of our places.

BAE's experience spans statewide policy studies to local development projects. Based in Emeryville, California, with additional offices in Silicon Valley, the Sacramento region, New York, and Washington D.C., our expertise includes:

- Military Base Reuse Planning & Implementation
- Development Feasibility
- Redevelopment & Revitalization
- Affordable Housing
- Economic Development
- Public/Private Transactions
- Community Facilities
- Public Finance
- Economic Impacts
- Place and Site Marketing

We have also developed unique expertise in non-place aspects of urban development including sustainability, technology transfer, targeted industry studies, child care, and social services.

Our key asset is our highly-skilled staff members who have worked together for many years. Collectively, we bring our training and experience in real estate development, city planning, geography, economic development, marketing, and public policy to every engagement. Many BAE staff are expert in community involvement and strategic planning, while others excel in technical analysis, GIS, and financial / business planning. We pioneered the use of survey research to target urban housing products, and we have provided real estate advisory services to some of the largest revitalization efforts in the U.S. Since the early 1990s, we have provided real estate and economic development advisory services to more than 25 bases.

The outstanding quality of our work has been recognized through awards from national organizations including the American Planning Association (APA), the Congress for New Urbanism, and the National Association of Installation Developers (NAID) through numerous awards for excellence. The *San Francisco Business Times* has recognized BAE as one of the 100 Largest Women-Owned Bay Area Businesses each year since 2000.

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Awards for Excellence

Coyote Valley Vision

Charter Award, Congress for New Urbanism (2005)
Northern California Section, American Planning Association (2004)

Livermore General Plan

Northern California Section, American Planning Association (2004)

Presidio Trust Management Plan

National American Planning Association (2003)

NASA Research Park

Real Property Innovation, U.S. General Services Administration (2003)

Bay Area Smart Growth Strategy

Charter Award, Congress for New Urbanism (2003)

Interstate MAX Station Area Plan

Oregon Chapter, American Planning Association (2002)

Avila Beach Specific Plan

California Chapter, American Planning Association (2001)

NASA Research Park Economic Development Workbook

Northern California Section, American Planning Association (2000)

Woodland East Street Corridor Specific Plan

Sacramento Valley Section, American Planning Association (1999)

Stockton Waterfront Revitalization Strategy

California Chapter, American Planning Association (1996)

Sacramento Waterfront Specific Plan

California Chapter, American Planning Association (1996)

Presidio Main Post Marketing Campaign

National Association of Installation Developers (1995)

The California Affordable Housing Cost Study

California Chapter, American Planning Association (1994)

Downtown Lemoore Revitalization Plan

National American Planning Association (1994)

Downtown Larkspur Revitalization Plan

Northern California Section, American Planning Association (1992)

San Jose Housing Initiative

Northern California Section, American Planning Association (1991)